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**ucson**

*City Strategic Plan*

**transportation**

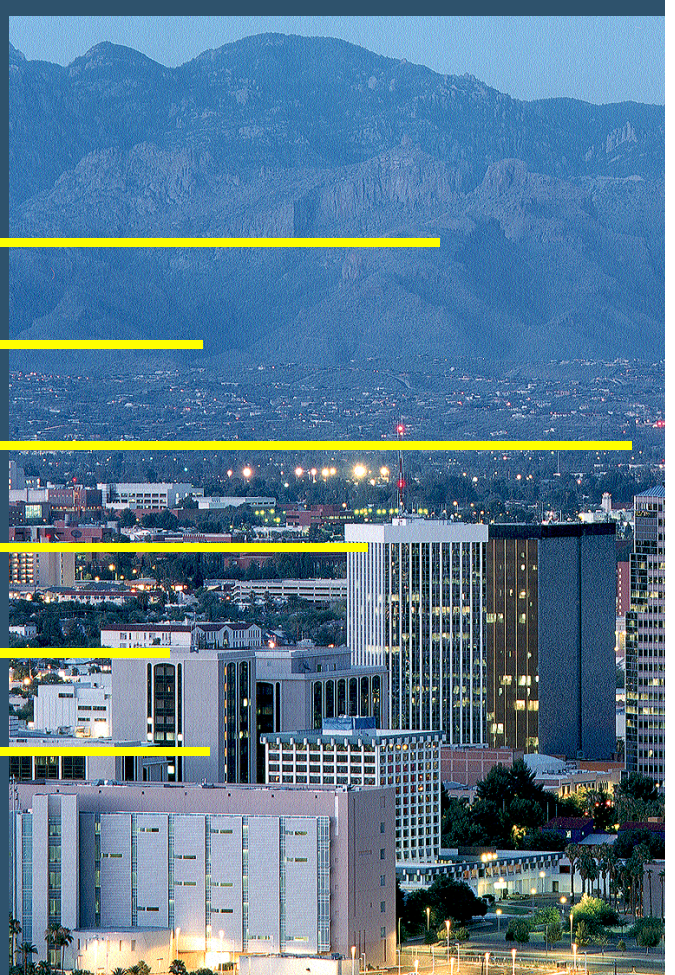
**downtown**

**growth**

**neighborhoods**

**economic development**

**good government**



## Mayor and City Council



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\*Date term expires





# City of Tucson



*City Strategic Plan*

## introduction



# Introduction

## From The City Manager

The **City Strategic Plan** sets forth a set of priorities for the City of Tucson and provides a framework for strategic planning, which will help guide City resources and focus attention on results. On December 17, 2001, as part of the strategic planning process, the Mayor and Council adopted six focus areas for the City for Fiscal Year 2003:

- Transportation
- Neighborhoods
- Downtown
- Economic Development
- Growth
- Good Government

During special strategic planning sessions held during January, February, March and April, 2002, the Mayor and Council discussed each of the focus areas in greater depth. These working sessions were an important prelude to Fiscal Year 2003 & 2004 budget preparations. In light of the difficult budget year ahead, having defined priorities for the City is of particular importance. This will enable City resources to be organized more effectively to accomplish Council priorities. Setting focus areas and identifying associated projects not only helps in directing limited resources in developing the Fiscal Year 2003-2004 budget, but also clarifies for staff the results that Mayor and Council believe are important to achieve.

Within each focus area, the Mayor and Council have adopted a set of strategies and priority projects. Taken collectively, the focus area projects set the workplan for the organization for the next fiscal year. Performance measures, which are included in this document, set specific indicators of progress for each focus area. City staff will report periodically to Mayor and Council on the performance measures and provide updates on the projects listed in this document.

### This document contains the following:

- **Introduction-** a summary listing of the strategic policy statements and priority projects
- **Focus Area Sections-** within each focus area section is a description of the focus area, the strategic policy statements, and the associated projects
- **Performance Measures-** the key measures of performance for each focus area are briefly described
- **Timelines-** a depiction of the timeline for each project listed in this plan

Planning strategically is not new to the City. Past efforts such as the Livable Tucson Vision Program, the special Mayor and Council Day-Away sessions, the updated General Plan, the ICMA Resident Survey, and strategic plans for departments and services are important pieces of a strategic planning process. These past efforts form the building blocks of the City Strategic Plan.

The development of the City Strategic Plan will help direct the City's limited resources so that they produce significant results and further the Mayor and Council's agenda. I believe this process has been a valuable and informative one that will have practical results in the short-term, as well as significant, long-term impacts on the community.



James Keene  
City Manager



# CITY STRATEGIC PLAN

## The General Plan

- Growth Area and Population
  - Land Use
- Circulation (Transportation)
- Community Character and Design
  - Cultural Heritage
- Conservation, Rehabilitation, and Redevelopment
  - Safety
- Water Resources
  - Housing
- Parks, Recreation, Open Space and Trails
- Public Buildings, Services and Facilities
  - Cost of Development
- Economic Development
- Environmental Planning and Conservation

### Capital Improvement Program

### Neighborhood and Area Plans

### Service Plans

## Select Focus Areas

### Transportation

### Downtown

### Growth

### Neighborhoods

### Economic Development

### Good Government

## Budget Process

## Focus Area Projects FY2003 (partial list)

- Half-cent sales tax proposition
- Update Design Guidelines
- Pima County 1997 Bond Program

- Rio Nuevo
- Stimulation of Private Investment
- Mixed-Use Housing
- Intermodal Center

- Cost of Development
- Annexation
- State Land Planning
- Houghton Corridor Planning
- Development Services Improvement

- SABER
- Tucson Recycles
- Community Character & Design
- Integrated Neighborhood Service Delivery

- Develop Economic Identity
- Empowerment Zone
- Puerto Nuevo
- Workforce Development

- Employee Compensation and Classification
- Enhanced Customer Service
- Communication Plan
- Fee / Revenue Diversity

## Track Accomplishments/Communicate Results

# City Strategic Plan Focus Areas & Strategies

## **Transportation**

1. Seek and obtain resources necessary to improve the transportation system.
2. Provide leadership within the region to address transportation system needs.
3. Develop some alternative land use patterns to promote a more effective transportation system.
4. Deploy Community Character and Design policies in transportation projects.

## **Downtown**

1. Aggressively manage downtown's redevelopment through partnering efforts with public and private organizations and individuals active in the downtown.
2. Provide a highly "amenitized" urban center focused on the proposed entertainment experience area on Congress Street from Church Avenue to 4th Avenue, linked with the Tucson Convention Center and its adjoining proposed new Civic Plaza.
3. Leverage private leadership and investment in downtown through targeted public investment.

## **Growth**

Overarching Strategy: Elevate long range comprehensive planning to the highest level priority for the City of Tucson.

1. Ensure the balanced growth of the community.
2. Build effective relationships with regional partners.
3. Implement the General Plan's cost of development strategy.
4. Improve service delivery to address the demands of a growing community.

## **Neighborhoods**

1. The Human Environment – Maintain and strengthen human connections within neighborhoods, encourage inclusive participation, foster safety, strengthen neighborhood leadership, and encourage a greater sense of community stewardship.
2. The Built Environment – Invest public funding and encourage private investment and public/private partnerships in Tucson's neighborhoods and enhance their appearance and livability.
3. The Natural Environment – Respect and preserve our natural environment.

## **Economic Development**

Overarching Strategy: Recognize that every public policy decision has an economic component. Investment in public infrastructure and services, transportation, downtown, neighborhoods, and how we plan for and manage growth are key components of a healthy economy.

1. Foster a strong, diversified economy by creating, attracting, and retaining businesses that provide knowledge-based, high-quality employment opportunities.
2. Support the development of a prepared and successful workforce.
3. Improve community infrastructure to support and encourage economic expansion and opportunity in a global marketplace.

## **Good Government**

1. Improved Customer Service - Position the City to provide the highest level of customer service to city residents and the community at large.
2. Prepared Workforce - Enable and support the development of a prepared and successful employee workforce that is aligned with organizational priorities.
3. Fiscal Responsibility - Optimize and streamline organizational processes to ensure quality services and fiscal responsibility.
4. Expanded Use of Technology - Capitalize on technology to improve service and increase efficiency, ensure public and employee safety, exercise appropriate environmental stewardship, and provide greater information access.
5. Strengthen Partnerships - Build a strategic network of partnerships that aim at bettering community life, eliminating redundant services, and stretching the value of the taxpayer's dollar.



# City Strategic Plan Critical Projects Summary

## Transportation

- **May 21, 2002 Election on Proposition 100 and Proposition 400** - An Election on the Charter amendment that would permit the City portion of the local sales tax to be increased by a half-cent and the Transportation Plan that outlines projects, programs, and services to be funded by this new sales tax revenue.

- **Pima County 1997 Bond Program projects within the City** – Secure guaranteed county funding for City projects (\$96 million). Convert appropriate projects to be managed and built by City staff. This requires action by the Pima County Board of Supervisors.

## Downtown

- **Tucson Convention Center Improvements** – Enhance the customer experience at the TCC through relocating the Box Office to face Church Avenue, upgrading the lighting and sound equipment in the Arena, and replacing carpeting in the Grand Lobby area. As the "primary component" of the Rio Nuevo Project, by law, the first construction effort must take place at the TCC.

- **Civic Plaza Area** – Create a plaza or "town hall" for special community events. This area would be framed by the TCC on the east, large attractions on the west, a mixed use parking facility on the north, and retail establishments on the south. Responses to a Request for Proposals were reviewed on the aquarium project, and negotiations to secure a Science Center will likely result in an Intergovernmental Agreement with the State of Arizona during this calendar year to facilitate the replacement of the University of Arizona's Flandrau Planetarium with this new venue in downtown.

- **100 Little Things** – Begin making physical improvements to a targeted area on Congress Street, step up the downtown "Clean & Safe" activities, engage the private sector through development incentives, and increase downtown's profile community-wide.

- **Intermodal Center Construction** – Elements include the redevelopment of the City Hall Annex, completion of the shelter over Locomotive 1673 at

the Depot, and reconstruction on the Depot's complex. A "Name the Depot" contest will engage the community in creating a designation for the facility this summer.

- **Fox Theatre Restoration** – Development of an agreement between the Foundation and the Rio Nuevo District is expected this calendar year to facilitate theatre restoration. The Fox Tucson Theatre Foundation recently received a federal grant of \$1,000,000 to be expended toward the redevelopment effort this calendar year.

- **Sales of Public Land for Private Residential Development** - Platting, planning, and infrastructure development will occur in two main areas: 1) the vacant City-owned acreage bounded by the Santa Cruz River, Congress Street, Clearwater Street, and the eastern edge of Menlo Park Neighborhood, and 2) the 10 acres bounded by Interstate 10, Congress Street, Clark/Granada, and the rail spur line. Both areas will be completed this calendar year.

## Growth

- **Houghton Corridor Master Plan** – Undertake and bring forward a comprehensive planning effort for the Houghton Corridor which integrates and updates land use, transportation, infrastructure and service plans into an integrated and fiscally sound master planning program.

- **Gateways to Downtown – Stone Avenue and 6th Avenue** – Develop programs to upgrade properties and encourage reinvestment in the 6th Avenue corridor, building upon recent and ongoing transportation improvements. Construct improvements as outlined in the Stone Avenue Corridor Study. The first phase includes streetscape, bike, and pedestrian improvements on Stone Avenue from 6th Street to 1st Street. Phase two of this project will include other approach corridors to downtown.

- **Broadway Corridor Plan Update** – Update and affirm the findings of the 1990 Corridor Plan for the twelve -mile segment between Houghton and I-10. This includes the conceptual right-of-way planning, buffering of adjacent residential areas, landscape and urban design standards, and the opportunities for redevelopment of the corridor.

- **Cost of Service Study** – Develop and present to Mayor and Council a cost of service study for consideration including a cost allocation model and a fiscal impact analysis pursuant to the requirements of the General Plan implementation component.

- **Urban Design, Building and Development Guidelines** – Bring forth the following design and development guidelines and standards for Mayor and Council considerations: Sonoran Institute Report, New Jersey Rehabilitation Code, and Transportation Projects Design Guidelines Manual.

- **Annexation Policies and Strategies** – Return with proposed comprehensive annexation policies and strategies per Mayor and Council direction.

### Neighborhoods

- **Slum Abatement and Blight Enforcement Response (SABER)** – Continue work on the SABER project toward an incremental build-up of the consolidated code enforcement unit to remediate slum rental properties and make owners accountable. Forty-five properties are targeted for abatement.

- **Integrated Neighborhood Service Delivery** – Creation of the Department of Neighborhood Resources incorporates many of the functions of the former Division of Citizen and Neighborhood Services (CNS) and other ongoing programs such as SABER (Slum Abatement and Blight Enforcement Response), the citywide infrastructure program "Back to Basics," graffiti abatement, neighborhood communication, and youth and family services.

- **Crime Control Through Coordinated Crime Intelligence Projects** – Develop a series of projects using technology-based coordinated crime intelligence. This will make information on neighborhood-based crime and youth violence more readily available.

- **Tucson Recycles** – Initiate this new program which will add weekly curbside recycling for residential customers. Recycling rates are projected to increase participation to approximately 80% and diversion to approximately 27%. Penetration of 100% of Tucson households can occur within twelve months of funding approval.

### Economic Development

- **Support for Local Businesses** – Continue programs and advocacy services directed at retaining and expanding local business, including small business. Through the supply chain development and

BusinessLINC program, increase profit opportunities for Southern Arizona businesses by linking them with local suppliers.

- **Tucson Empowerment Zone, Enterprise Zone, Foreign Trade Zone No. 174** – Use available state and federal tax credit programs, including the newly awarded Empowerment Zone, to assist companies to reduce the cost of doing business in our community.

- **Develop Tucson as an Inland Port and International Economic Gateway** – Continue further Puerto Nuevo implementation by securing Federal Port designation and developing an International Trade Processing Center. Support development of the I-10/I-19 southern connector route to serve as a bypass road and allow for the faster movement of freight through Tucson.

### Good Government

- **Develop an Enhanced Customer Service Plan** – Develop a plan to begin a multi-year initiative to improve customer service citywide. Continue to work to improve the telephone system (for example, roll out the constituent relationship management system to support this effort). Concentrate the training division's efforts on customer service education for employees. Commit to addressing customer issues at the first point of contact.

- **Develop a City of Tucson Public/Employee Communications Plan** – Develop a comprehensive communications policy for City of Tucson public information. Included in the policy will be a standard for public outreach that provides consistency in delivering City messages to all audiences, (including Spanish speakers) crisis communication strategies and procedures, and employee training. Develop a comprehensive communications policy for sharing information with the City of Tucson work force.

- **Diversify Fees and Revenues** – Develop a proposal for City services fees which is based upon the cost to deliver the service, as well as giving consideration to the relationship of the benefit of the service. Explore a policy that guarantees service delivery timeframes. Develop a collaborative process to educate and involve community members to assist with future decision-making.

- **Classification and Compensation Study** – Complete the implementation of the Classification and Compensation plan.





# City of Tucson



*City Strategic Plan*

**transportation**



# Transportation Focus Area

## Introduction:

Travel demand has increased faster than population growth and faster than the ability to provide transportation system improvements. The growth in travel demand has resulted in increased traffic congestion, poor driving habits, and consequently, an increase in frustration among drivers. Neighborhood streets are deteriorating with age, and many Tucson neighborhoods still lack adequate lighting, sidewalks, and storm drains. Ridership levels on public transit are stagnant as service levels have not kept pace with needs.



Available transportation funding falls short of existing needs both in the City of Tucson and throughout the region. Funding for new projects and services is limited due to growing costs of operations and maintenance. The challenge of inadequate resources is compounded by the existing land use pattern. A historical pattern of development in unincorporated areas, followed by annexation into the City, has typically resulted in inadequate transportation infrastructure. This requires costly retrofitting of improvements. Mixed-use development locating housing, retail services, and jobs closer together would encourage the use of public transit, bicycle and multi-use paths, and related alternative modes of transportation that provide options to continued dependence on automobile use.

The City of Tucson currently lacks a local dedicated funding source for transportation. A proposed half-cent sales tax increase to fund specific transportation improvements, services, and programs will be presented to voters on May 21, 2002. Passage of the half-cent sales tax increase would provide dedicated funding for improving neighborhood streets, mitigating traffic congestions by expanding existing major streets and intersections, and improving public transit services.

### Strategic Policy Statements:

1. Seek and obtain resources necessary to improve the transportation system.
2. Provide leadership within the region to address transportation system needs.
3. Develop some alternative land use patterns to promote a more effective transportation system.
4. Deploy Community Character and Design policies in transportation projects.

## Strategic Policy Statements

### 1. Seek and obtain resources necessary to improve the transportation system.

The City of Tucson lacks the resources needed to preserve existing transportation assets and implement improvements to the system. Immediate action is necessary to pursue a variety of funding options, all of which will be necessary to address current and future transportation needs. Significant investment is needed to prevent further deterioration of transportation assets. Substantive improvements to the transportation system will require additional funding from existing and new sources.

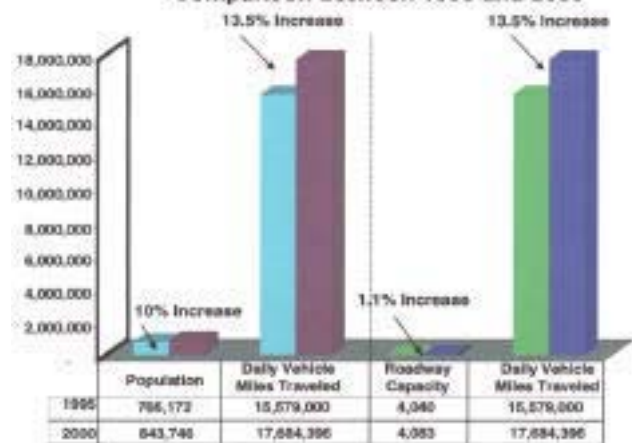
### Priority Projects:

• **May 21, 2002, Election on Proposition 100 and Proposition 400** - An election on a Charter amendment permitting the City portion of the local sales tax to be increased by a half-cent and the

Transportation Plan that outlines projects, programs, and services to be funded by this new sales tax revenue.

## Regional Growth and Travel

Comparison between 1995 and 2000

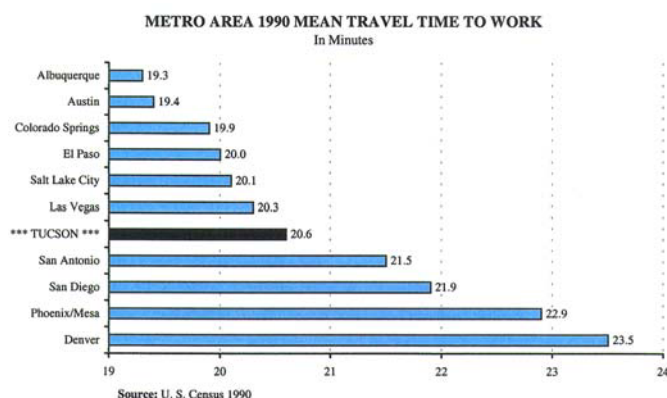


- **Conduct a process to develop funding options based on the Comprehensive Plan's Cost of Growth Element** – Establish recommendations that implement new funding sources based on policies which establish criteria to ensure that new development pays for needed infrastructure, including transportation.

- **Federal and State Legislative Agenda** – Lobby to protect state shared revenues and raise state gasoline tax/index to reflect inflation. Also earmark federal funding for key transportation projects, including the I-10 Mainline Widening through the Rio Nuevo area, Railroad Crossing Improvements, Downtown Intermodal Center, Sun Tran Replacement Buses, Sun Tran Northwest Maintenance Facility, and Light Rail Study.

## 2. Provide leadership within the region to address transportation system needs.

The majority of the travel in Pima County happens on roads within the boundaries of the City of Tucson. As the dominant governmental entity in the region, the City must take a leadership role to ensure that the transportation system meets the needs of area residents and businesses. Proactive leadership requires effective relationships with other governments in the region in order to build alliances. This type of cooperation is needed to identify regional solutions to funding and system challenges.



### Priority Projects:

- **Update PAG 2030+ Regional Transportation Plan** – Long range transportation planning process for Tucson region requires a cost-constrained financial plan. Update begins with elected official meetings and public outreach.

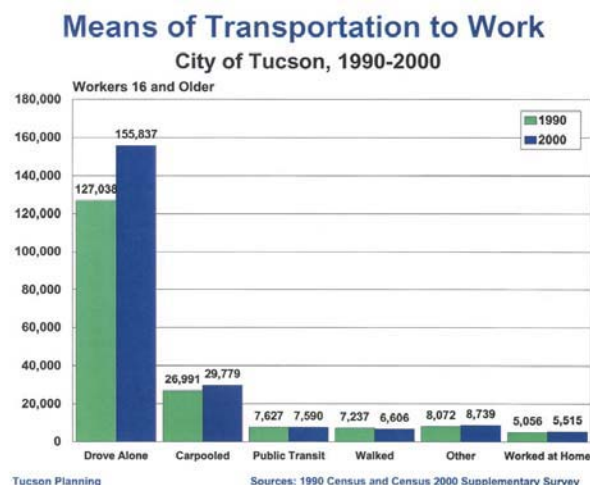
- **Pima County 1997 Bond Program Projects within the City** – Secure guaranteed county

funding for City projects (\$96 million). Convert appropriate projects to be managed and built by City staff. This requires action by the Pima County Board of Supervisors.

- **Project Construction Coordination with Pima County and ADOT** – Minimize travel delay and frustration by improving coordination during project construction. Key projects include Pima County Bond projects in the city limits, ADOT's I-10/I-19 Interchange, and I-10 Mainline Widening – all consistent with the Rio Nuevo Master Plan and the desires of the residents of the area.

## 3. Develop some alternative land use patterns to promote a more effective transportation system.

The land use pattern established by years of development supports dependence on automobile use. Continuing this land use pattern requires costly capacity improvement to the transportation system that is quickly consumed by increased traffic volume. With few opportunities for people to live and work in close proximity, the use of public transit and other alternative modes of transportation are effectively discouraged. Land use considerations impact the urban design character of the community as the built environment is typically homogenous and automobile oriented.



- **Major Investment Study for Light Rail Transit** – Conduct alternatives analysis, quantify costs for system, and establish federal funding interest in this project. The study would also quantify potential ridership based on specific route alignments.



- **Identify Corridors or Central City** areas that can Support Mixed Use Development and Transit Oriented Development. Pursue public/private partnership on pilot redevelopment project.

#### **4. Deploy Community Character and Design policies in transportation projects.**

The General Plan includes policies in the Community Character and Design element that can help to improve the quality of the built environment, providing an attractive urban form. The design quality of much of the City's multi-modal transportation system can be substantially improved when the necessary resources become available. Because these transportation system improvements remain in place for many years, it is critical that new transportation construction and reconstruction utilize design standards consistent with the Community Character and Design element in the General Plan. Over time, the design of transportation infrastructure can more effectively promote livability concepts that reflect the character of the Sonoran Desert environment.

#### **Priority Projects:**

- **Downtown Intermodal Center** – The project master plan includes restoration of the Historic Railroad Depot and complementary facilities (parking garages, etc.) that are integrated to provide effective linkages among various modes of transportation.

- **Undergrounding Tucson Electric Power Facilities** – As new transportation infrastructure is built, overhead TEP facilities are relocated underground with set aside funds from utility franchise fees. Local partner agencies will coordinate efforts to underground existing utilities at six strategic locations. These funds will be reserved for undergrounding projects that will have substantive visual improvements.

- **Update/Implement Transportation Design Guidelines** – Revise existing transportation project guidelines that include roadside landscaping and development standards consistent with the Community Character and Design element of the General Plan.



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*City Strategic Plan*

**downtown**



# Downtown Focus Area

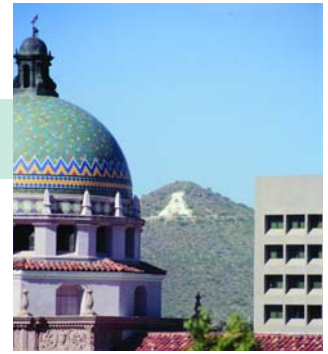
## Introduction:

Tucson is at a crossroads with respect to the future of its downtown, the core of our metropolitan region. Tucsonans face a choice of living in a good city with a downtown of no particular note or in a great city known for its world-class downtown.

Tucson's downtown would:

- be full of life beyond the weekday hours of 8 a.m. to 5 p.m., teeming with new residents craving an exciting urban lifestyle
- be frequented by visitors and Tucsonans alike, eager to enjoy the experiences of a variety of cultural, artistic, retail, and entertainment venues
- celebrate the rich history and traditions of Tucson through the built environment, while respecting and enhancing the natural environment

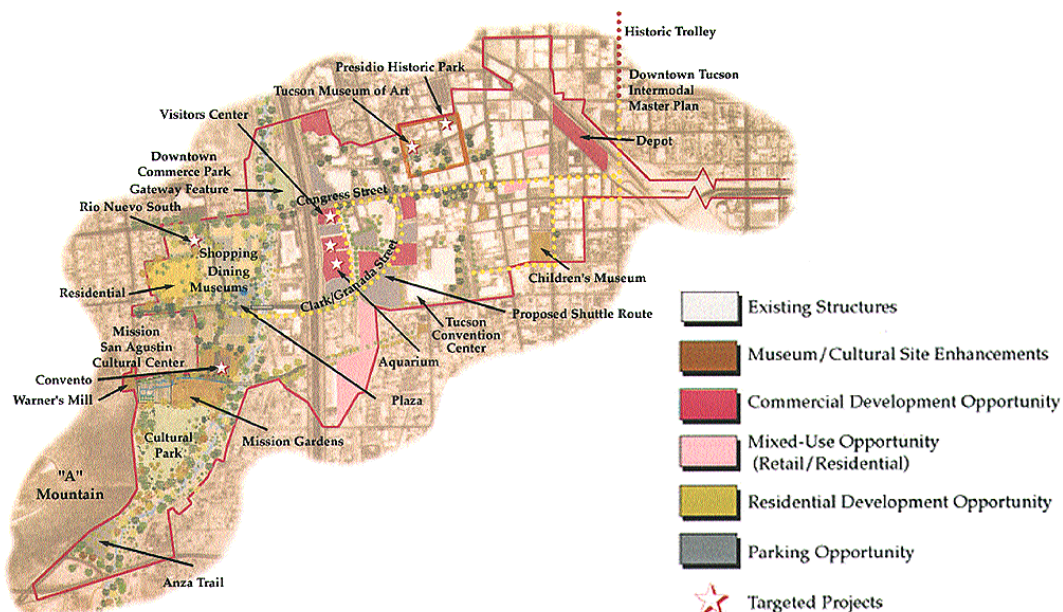
This vibrant vision of downtown Tucson can be realized, but it requires more than just the implementation of the Rio Nuevo Master Plan. The tax increment financing for the Rio Nuevo Project has been secured, and funding is likely to be initiated from the State Department of Revenue during FY 2003. As recently outlined by the facilitators of the downtown summit held in January 2002, it is the "100 little things" that must be attended to that make the difference between a great downtown and a good downtown. However, this downtown revitalization effort must be a focused endeavor, accomplished through the implementation of prioritized projects. Sustained progress to complete the priority projects and the accomplishment of the "100 little things" on a daily basis will be the engines that drive downtown development to the next level.



## Strategic Policy Statements:

1. Aggressively manage downtown's redevelopment through partnering efforts with public and private organizations and individuals active in the downtown.
2. Provide a highly "amenitized" urban center focused on the proposed entertainment experience area on Congress Street from Church Avenue to 4th Avenue, linked with the Tucson Convention Center and its adjoining proposed new Civic Plaza.
3. Leverage private leadership and investment in downtown through targeted public investment.

# Rio Nuevo





## **Strategic Policy Statements**

### **1. Aggressively manage downtown's redevelopment through partnering efforts with public and private organizations and individuals active in the downtown.**

#### **• Priority Projects:**

**-Establish specific downtown project staff** from individual City departments and complement the existing Rio Nuevo Office staff to enhance and accelerate delivery of projects and resources to the downtown. Co-locate City and Rio Nuevo downtown development staff with Rio Nuevo Design Studio (University of Arizona) in the core area, and complete a street-front "sales office" for downtown.

**-Forge a partnership with existing outside agencies** such as the Tucson Downtown Alliance and the Tucson Arts District Partnership, and the retooled public sector forces, to collaborate on marketing, public relations and event management in downtown.

**-Pursue co-location of appropriate outside agency offices** with newly consolidated City and Rio Nuevo functions to foster further collaboration.

**-Form a broad and effective management structure** that provides organization, focus, responsibility, and accountability toward the efforts of the various agencies engaged in downtown redevelopment efforts.

**-Implement Tucson's version of the New Jersey Rehabilitation Code** as a downtown pilot program.

**-Streamline permitting process** for downtown projects; consider creating special development review team for downtown.

**-Complete development of, and implement, urban design guidelines** that regulate new development and redevelopment in the downtown core.

**-Consider implementation of taxing strategies in downtown** that create an incentive for active occupancy of currently vacant and/or neglected properties.

**-Implement investigation of level of available philanthropic funds for downtown projects.**

Lead effort to coordinate fundraising programs, appropriately phasing appeals to match project timing, market feasibility, and special project affinities.

**• Rio Nuevo Project** (certain elements, as follows)

**-Regional Visitors Center (RVC)** – To be located near the west bank of the Santa Cruz River near Congress Street, the RVC would provide visitors to the area with an orientation to all that Southern Arizona has to offer, with a particular emphasis on cultural

and entertainment venues in downtown Tucson. Interactive displays of attractions, restaurant and restroom facilities, and visitor information would be available at the RVC. The design and program elements would be developed by a collaborative consisting of the Metropolitan Tucson Convention and Visitor's Bureau, National Park Service, City of Tucson, Rio Nuevo Office, Bureau of Land Management, Southern Arizona Attractions Alliance, and many others. Design will begin this calendar year.

**• Sales of Public Land for Private Residential Development** - Platting, planning, and infrastructure development will include two main components: 1) the vacant City-owned acreage bounded by the Santa Cruz River, Congress Street, Clearwater Street, and the eastern edge of Menlo Park Neighborhood; 2) the 10 acres bounded by Interstate 10, Congress Street, Clark/Granada, and the rail spur line. Both areas will be completed this calendar year.

**• Tucson Origins Park** – This year will see continued archaeological investigations in the downtown core and west of the Santa Cruz River, with regular collaboration with educational institutions to provide learning opportunities for all ages. That will be followed by development of an interpretive plan that will be used to guide construction of the Convento complex and development of the Presidio Museum site, ensuring a high degree of historical accuracy.

**• Conveyance of Warehouse District Assets to City** – Nearly two dozen warehouse district properties will be conveyed to the City of Tucson by the Arizona Department of Transportation for interim artist-based uses prior to the construction of the Barraza-Aviation Parkway. This management project for the City will be a major interdepartmental cooperative venture also involving the Tucson Downtown Alliance (TDA), Tucson Arts District Partnership (TADP), and the affected occupants of the various properties, most of whom are in the arts or cultural field.

#### **• Intermodal Center Master Plan**

(certain elements, as follows)

**- Responses to City's Request for Proposals for redevelopment of the City Hall Annex site** were reviewed in February 2002, and demolition will begin this calendar year. This will be a public/private joint venture, providing a multi-level parking structure of at least 400 spaces over first floor retail at Scott and Pennington.

**-The shelter over Locomotive 1673** at the Depot will be completed this summer, a collaborative effort of the Locomotive 1673 Task Force.

**-Construction on the Depot's** complex and three remaining out-buildings will begin this spring, with completion of the restoration slated for 2004. More than 15,000 square feet of commercial space will be offered to the private sector as a leasing opportunity as a result of this project.

**-Name The Depot** contest will engage the community in creating a designation for the facility this summer.

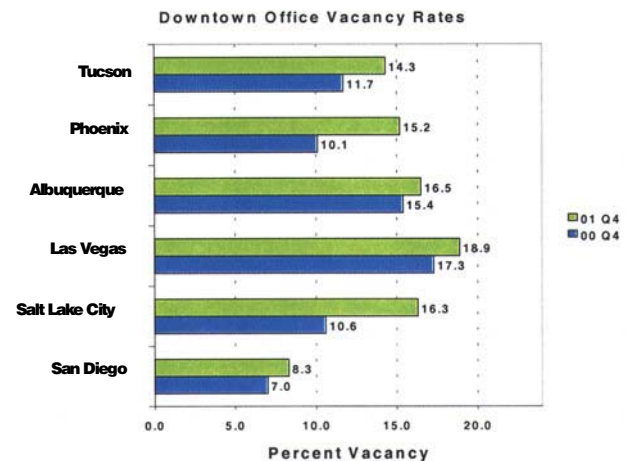
- **Barraza-Aviation Parkway** (4th Avenue underpass element) – Construction of the new 4th Avenue underpass and restoration of the historic underpass will begin this calendar year. The Greyhound Bus terminal (located in the future path of this project) will be acquired this spring.

- **Downtown Signage** – A system will be implemented this year that simplifies locating key venues and government facilities in downtown. This system will be flexible, allowing for expansion of the area covered by the system, as well as the addition of new venues within the downtown resulting from the Rio Nuevo Project. This system was developed through the use of a citizen task force composed of representatives from the TDA, the Rio Nuevo Citizen's Advisory Committee, and other groups.

- **University of Arizona Collaboration** – Seek out new ways to work with the University of Arizona in meeting its needs through initiation of targeted graduate housing projects in the downtown area, and in locating educational facilities downtown to serve demand for after-hours graduate and post-graduate schooling of downtown employee base.

- **Mixed-Use Housing El Presidio Block 175** – Development projects include Block 175 in El Presidio at the southwest corner of Franklin and Church. Negotiations with the majority owners of this large surface parking lot, the Downtown Development Corporation (DDC), continue. A request for proposals for a housing development, issued by the DDC, would be a preferred outcome within the next 18 months.

**2. Provide a highly "amenitized" urban center focused on the proposed entertainment experience area on Congress Street from Church Avenue to 4th Avenue, linked with the Tucson Convention Center and its adjoining proposed new Civic Plaza.**



### Priority Projects

- **100 Little Things** – Begin making physical improvements to a targeted area on Congress Street, step up the downtown "Clean & Safe" activities, engage the private sector through development incentives, and increase downtown's profile community wide.

- **Rio Nuevo Project** (certain elements, as follows):

- **Fox Theatre Restoration** – Development of an agreement between the Foundation and the Rio Nuevo District is expected this calendar year. The Fox Tucson Theatre Foundation recently received a federal grant of \$1 million, to be expended toward the redevelopment effort this calendar year.

- **Rialto Theatre Restoration** – The Rialto, an operating venue on Congress near 4th Avenue, is completing a restructuring of their debt this spring. This will enable them to approach the Rio Nuevo District with a restoration project and business plan during the coming months for consideration and may also lead to a development agreement this year.

- **GSA/Thrifty Block** – Negotiations with the General Services Administration (GSA) are proceeding smoothly, with the expectation of a sales agreement between the GSA and the Rio Nuevo District this spring. A redevelopment Request for Proposals will be issued later this calendar year, seeking construction of first floor retail/commercial space and multi-story residential units.

- ♦ The downtown area represented only 0.5% of all dwelling unit construction in the metro area over the past six years.
- ♦ To achieve the Rio Nuevo Project's stated goal of 2,000 new downtown dwelling units in the next 10 years, downtown's housing construction rate must increase by over 500%.
- ♦ In the past several years, the annual office space absorption rate in the downtown area was 20,000 square feet per year. In 2000 and 2001, the absorption rate increased to nearly 80,000 square feet per year. This indicates renewed demand for office space in the downtown area.

**-Mixed-Use Housing** – Discussions with potential downtown residential developers have included private market-rate condos or apartments and other options.

• **Tucson Convention Center Improvements** – Enhance the customer experience at the TCC through relocating the Box Office to face Church Avenue, upgrading the lighting and sound equipment in the Arena, and replacing carpeting in the Grand Lobby area. As the "primary component" of the Rio Nuevo Project, by law, the first construction effort must take place at the TCC.

• **Civic Plaza Area** – Create a plaza or "town hall" for special community events. This area would be framed by the TCC on the east, large attractions on the west, a mixed use parking facility on the north, and retail establishments on the south. Responses to a Request for Proposals were reviewed on the aquarium project, and negotiations to secure a Science Center will likely result in an Intergovernmental Agreement with the State of Arizona during this calendar year to facilitate the replacement of the University of Arizona's Flandrau Planetarium with this new venue in downtown.

• **Mayor's Back to Basics** - This program has allocated \$1.6 million toward restoration and rehabilitation efforts in the downtown area in the last two years. Within the entertainment experience area, it has funded one residential rehabilitation (under construction), two theatre marquees (to be completed in Fiscal Year 2002), one roof repair (completed), two special events, one hotel façade renovation (under construction), and is partially funding the TCC Box Office construction project.

### **3. Encourage private leadership and investment in downtown through targeted public investment.**

#### **Priority Projects**

• **Rio Nuevo Project** (certain elements, as follows):

-**Parking Facilities** – An infusion of limited public funds may leverage a new multi-use parking garage immediately southwest of the Evo DeConcini Federal Courthouse. Additionally, future parking facility construction shall be addressed through a tiered approach.

-**Plaza San Agustín Development** - An infusion of public funds toward the creation of a public plaza opposite St. Augustine's Cathedral on South Stone Avenue may leverage a mixed-use housing project.

-**Lot 7, El Presidio Development** – An infusion of public funds toward parking, gallery, and/or administrative space for the Tucson Museum of Art may leverage a mixed-use housing project northeast of the Tucson Water Department Building.

-**Conversion of One-Way Streets to Two-Way Streets** – Where possible, convert existing one-way streets to two-way. Two-way streets are more marketable for retail use, are more pedestrian-friendly, act to calm traffic, and would stimulate further private sector investment in downtown, while providing the public with more accessibility.

• **Tucson Downtown Alliance (TDA) Annual Workplan** - Presented to Mayor and Council this spring, the TDA workplan will outline the vision of several committees engaged in specific tasks related to downtown management and development over the past year. Focusing on the three main functions of the TDA – making downtown clean, keeping downtown safe, and marketing downtown to others, this workplan must be a vehicle to stimulate further private investment in downtown.

#### • **Greater Santa Rosa HOPE 6 Development**

- The Santa Rosa Neighborhood Center will be expanded to provide area residents more opportunities for human services and interpersonal connections.

-**The residential development along South 10th Avenue known as Posadas Sentinel** is nearly completed. Significant private sector investment in rehabilitation and new construction is taking hold in Barrio Viejo, much of it leveraged through the HOPE 6 public investment of over \$14 million.

-**The Grocery Store Project** proposed for the northeast corner of 22nd Street and Interstate 10 may yield as much as a five to one return of private investment on the City's \$2.5 million public investment.

• **Rio Nuevo Environs Project** – This effort involves engaging the neighbors surrounding downtown in a positive dialogue focused on mitigation of potential impacts from Rio Nuevo. Success in this regard will substantially reduce the risks perceived by residential, commercial, and entertainment developers, facilitating their investment in downtown projects.

• **Stimulation of Private Investment** - City staff will engage the private sector in individual and group meetings to fully inform them of the development opportunities contained within Rio Nuevo. These efforts will be followed by group discussions exploring the creation of development incentives that eliminate barriers to private investment in downtown today.





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*City Strategic Plan*

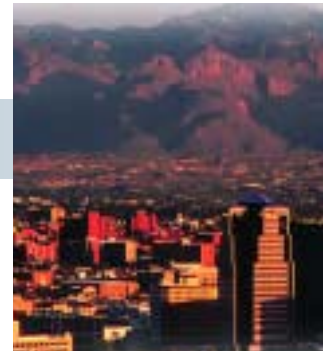
**growth**



# Growth Focus Area

## Introduction:

The City of Tucson region has and will continue to experience tremendous growth. Growth is occurring throughout all areas of the City of Tucson, as shown on the maps below. These maps indicate the location of building permit activity within the City's four adopted growth areas.



To afford and support a sustainable community, Tucson's existing land use pattern needs to progress to one that features mixed-use development and a range of densities, while acknowledging our unique identity and preservation of open space. This progression to a more efficient and sustainable land use pattern maximizes the utilization of our resources in providing desirable and necessary infrastructure and services to our citizens.

To address the challenges and capitalize on the opportunities in each growth area, future growth should be guided and accomplished through balanced development, effective regional partnerships, implementation of cost of development strategies, and improved service delivery. This approach recognizes the existence of needs and development activity in all areas of the city.

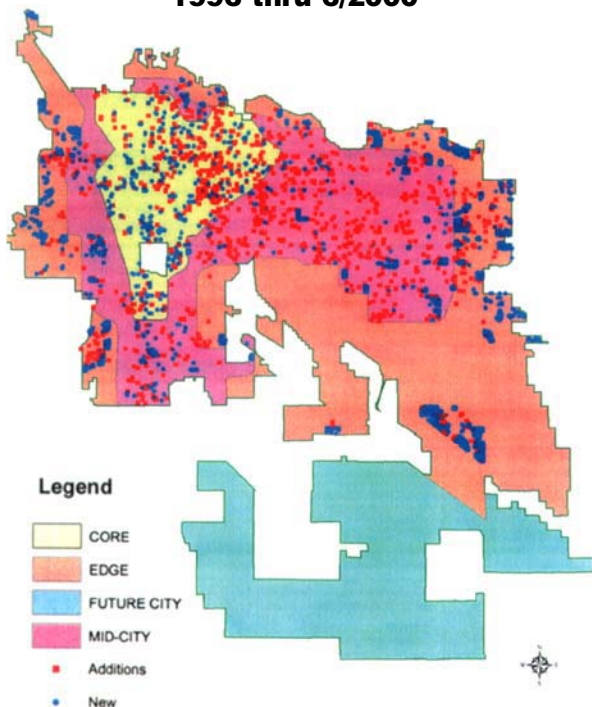
### Overarching Strategy:

Elevate long range comprehensive planning to the highest level priority for the City of Tucson.

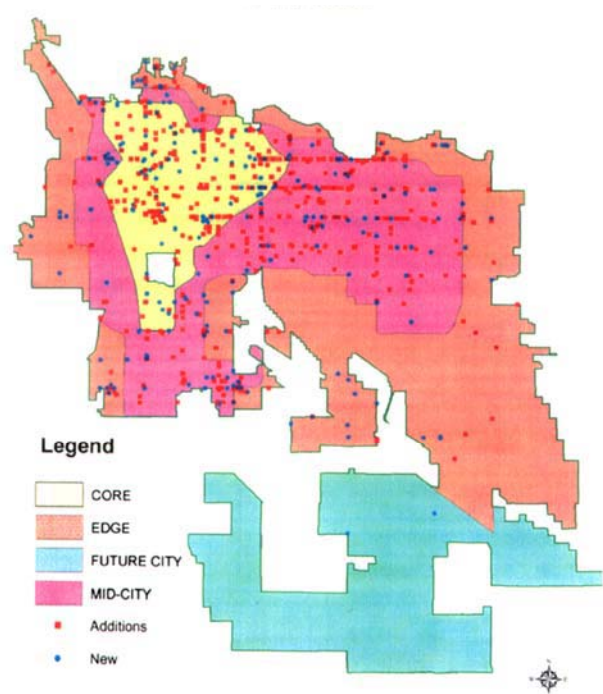
### Strategic Policy Statements:

1. Ensure the balanced growth of the community.
2. Build effective relationships with regional partners.
3. Implement the General Plan's cost of development strategy.
4. Improve service delivery to address the demands of a growing community.

**Residential Permits  
1996 thru 6/2000**



**Commercial Permits  
1996 thru 6/2000**



## **Strategic Policy Statements**

### **1. Balanced Growth of the Community.**

Ensure balanced growth of the community through development and reinvestment in the Central Core and Mid-City Growth Areas, and by implementing the Desert Village Model of development in the Evolving Edge and the Future City Growth Areas. Continue the process that was begun in the development of the General Plan where all stakeholders within the community - individuals, families, neighborhoods, organizations, and businesses – engage in constructive dialogue to define the future of the Tucson valley.

#### **Priority Projects: Proceed with the following action plans for the City's Central Core and Mid-City Growth Areas.**

- **Downtown/Rio Nuevo Area** – Proceed with the priority projects as directed by Mayor and Council at the February 4, 2002, Strategic Planning Session.
- **Urban Design Guidelines for Downtown** – Bring forward Urban Design Guidelines Overlay Zone for Downtown and Rio Nuevo as an amendment to the Land Use Code for Mayor and Council consideration.
- **El Presidio Demonstration Project** – Four affordable home ownership units will be constructed near Court/Meyer/Church and W. 6th Street on vacant land owned by the City of Tucson. This project involved considerable input from the residents as to design and density, in a true partnership spirit. Construction should begin this calendar year.
- **Gateways to Downtown – Stone Avenue and 6th Avenue** – Develop programs to upgrade properties and encourages reinvestment in the 6th Avenue corridor, building upon recent and ongoing transportation improvements. Construct improvements as outlined in the Stone Avenue Corridor Study. The first phase includes streetscape, bike, and pedestrian improvements on Stone Avenue from 6th Street to 1st Street. Phase two of this project will include other approach corridors to downtown.
- **Broadway Corridor Plan Update** – Update and affirm the findings of the 1990 Corridor Plan for the twelve-mile segment between Houghton and I-10. This includes the conceptual right-of-way planning, buffering of adjacent residential areas, landscape and urban design standards, and the opportunities for redevelopment of the corridor in conjunction with future transportation improvements.

- **"Fallow Land Study"** - Conduct a land use study of the vacant industrial and commercial zoned land to determine its suitability for rezoning and development for residential or mixed uses.

- **Area and Neighborhood Plan Review** - Review area and neighborhood plans to determine whether strategic goals can be achieved by amendments to certain plans. Create a program to bring all neighborhood and area plans up to date including a routine cycle to keep them current.

#### **Priority Projects: Proceed with the following major master planning initiatives for the Evolving Edge and Future City Growth Areas.**

- **Houghton Corridor Master Plan** – Undertake and bring forward a comprehensive planning effort for the Houghton Corridor which integrates and updates land use, transportation, infrastructure, and service plans into an integrated and fiscally sound master planning program. The Arizona Department of Transportation is conducting a study of Houghton between Golf Links and I-10 which will include analysis of travel demand and development adjacent to the corridor in order to develop recommendations regarding specific roadway improvements. The study results will be incorporated into the Houghton Corridor Master Planning effort.
- **Southlands Area Land Use and Transportation Studies** – Undertake these studies in order to identify basic land use patterns, master planning areas, and transportation corridors in the Southlands vicinity including access to Tucson International Airport, Puerto Nuevo vicinity, and connection between I-10 and I-19.
- **Annexation Policies and Strategies** – Return with proposed comprehensive annexation policies and strategies per Mayor and Council direction.
- **Area and Neighborhood Plan Review** - Review area and neighborhood plans to determine whether strategic goals can be achieved by amendments to certain plans.

### **2. Build Effective Relationships with Regional Partners.**

The City of Tucson should strive to build effective relationships with other governments and the private sector to identify solutions to the challenges of our rapidly growing region.



- **Sonoran Desert Conservation Plan** - Work toward a better alignment of City and County planning. Most efforts in this strategy will in be the area of transportation. For further details, see the Transportation section of this report.

### 3. Implement the General Plan's Cost of Development Strategy.

Develop a "fair share" impact fee program for Mayor and Council consideration. The Cost of Development element of the City of Tucson General Plan contains a matrix that identifies 13 methods of capital financing legally available to Arizona cities. The matrix matches the financing methods with the types of capital improvements for which they can be used.

Of the 13 methods identified, the City of Tucson currently uses nine of them: development agreements; excise tax; ad valorem tax; property lease excise tax incentive; general obligation bonds; improvement districts; revenue-backed bonds; Highway User Revenue Funds (HURF); and certificates of participation.

The four methods currently not used by the City are: impact fees, community facilities districts, system revenue bonds, and excise tax bonds. Of these four methods, impact fees and community facilities districts (CFD) offer the better opportunities for the City to finance the cost of new development. State law governs both the process of developing impact fees and the creation of CFD's.

#### Priority Projects:

- **Cost of Service Study** – Develop and present to Mayor and Council a cost of service study for consideration including a cost allocation model and a fiscal impact analysis pursuant to the requirements of the General Plan implementation component.
- Community Facilities Districts** – Advise the Mayor and Council on the issues surrounding the creation, benefits, and liabilities of community facilities districts.
- Adequate Public Facilities Ordinance** – Provide Mayor and Council with an overview of the concepts of "adequate Public Facilities Ordinance" or "Concurrency Ordinance" and an analysis of the potential for use as a tool in the Cost of Development Strategy.

### 4. Improve Service Delivery Strategy to Address the Demands of a Growing Community.

Growth in the region will continue to have an impact on all of the City's infrastructure and services. Citizens' expectations have increased as well, and all City departments have experienced increasing

constituent call loads. These demands will require the City to create improved service delivery strategies to address the demands and challenges of a growing community.

**Priority Projects: Proceed with organizational changes that will shift and add resources (within existing budgets) to priority Mayor and Council focus areas dealing with the community's growth and development activities.**

#### TUCSON: DENSITY AND AREA



#### • Development Services Department (DSD)

**Improvement** – Continued implementation of program recommendations for improved customer-oriented service, simpler and clearer procedures, reduced time to the customer, and accountability in development review.

- **E-services** – Expand existing DSD e-services capabilities to include online permitting and online plan submittals.

• **Strengthen the City's long range comprehensive planning program** through the provision of enhanced resources, staffing, and organization.

#### • Urban Design, Building and Development

**Guidelines** – Bring forth the following design and development guidelines and standards for Mayor and Council considerations: Sonoran Institute Report, New Jersey Rehabilitation Code, and Transportation Projects Design Guidelines Manual.

- **Sonoran Institute Report** – This follow-up presentation to the Building from the Best of Tucson proposal will begin Mayor and Council consideration of adoption of urban design guidelines for Tucson.

- **New Jersey Rehabilitation Code** – Mayor and Council consideration of the proposed adoption of

the New Jersey Rehabilitation Code will help facilitate the investment and redevelopment of older buildings and residences.

**- Transportation Projects Design Guidelines**

**Manual** – Revise existing transportation projects guidelines that include roadside landscaping and development standards consistent with the Community Character and Design element of the General Plan.

**• Tucson Water Department Maintenance**

**Management Program** – This program is an operational tool which assesses system maintenance and/or replacement needs and coordinates projects to significantly improve departmental operations and organizational efficiencies.



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*City Strategic Plan*

**neighborhoods**





# Neighborhoods Focus Area

## Introduction:

Tucson is a livable community composed of many healthy and diverse neighborhoods. The City of Tucson can enhance the livability of the community through policies that relate to the human environment, the built environment, and the natural environment. As noted in Tucson's General Plan, "The greatest potential for achieving strong, healthy neighborhoods is through the combined efforts of neighborhood residents, City agencies, schools, and local businesses."



## Strategic Policy Statements:

1. The Human Environment – Maintain and strengthen human connections within neighborhoods, encourage inclusive participation, foster safety, strengthen neighborhood leadership, and encourage a greater sense of community stewardship.
2. The Built Environment – Invest public funding and encourage private investment and public/private partnerships in Tucson's neighborhoods and enhance their appearance and livability.
3. The Natural Environment – Respect and preserve our natural environment.

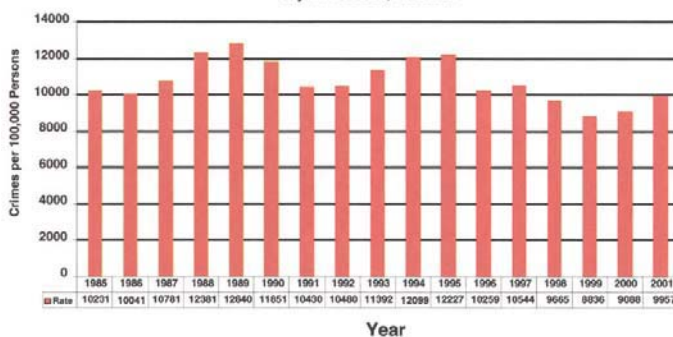
## Strategic Policy Statements

**1. The Human Environment** – Maintain and strengthen human connections within neighborhoods, encourage inclusive participation, foster safety, strengthen neighborhood leadership, and encourage a greater sense of community stewardship.

and support through the Neighborhood Enhancement Teams. Other ongoing programs such as SABER (Slum Abatement and Blight Enforcement Response), the citywide infrastructure program "Back to Basics," graffiti abatement, neighborhood communication, and youth and family services will be brought under one roof. This reorganization includes additional existing staff assigned to DNR to re-evaluate core functions and improve information and service delivery systems to neighborhoods.

Crime Rate - Part I Crimes per 100,000 Persons

City of Tucson, Arizona

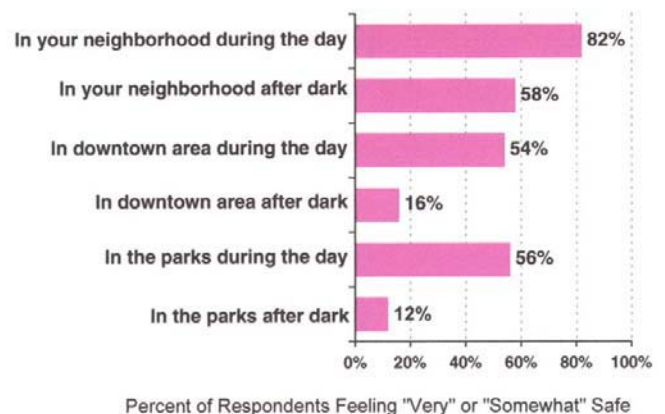


## Priority Projects:

• **Human Services Process** – Continuing refinement of the process will involve analysis of the effectiveness of programs, gaps, and needs in services, and developing indicators to ensure accountability of the almost \$3.9 million in human services funding that is contracted out.

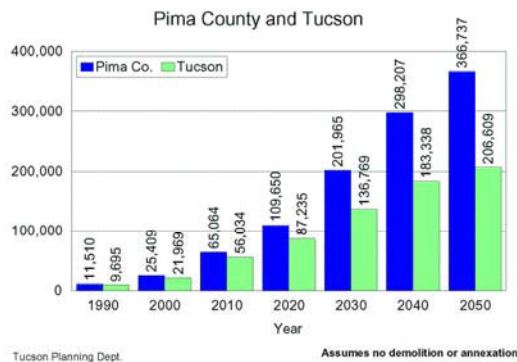
• **Integrated Neighborhood Service Delivery** – Creation of the Department of Neighborhood Resources incorporates many of the functions of the former Division of Citizen and Neighborhood Services (CNS) such as neighborhood registration, mailings,

Ratings of Safety in Various Areas  
(Tucson Only)



• **Crime Control Through Coordinated Crime Intelligence Projects** – The Tucson Police Department is developing a series of projects using technology-based coordinated crime intelligence. This will make information on neighborhood-based crime and youth violence more readily available.

## Housing 50 Years Old +



**2. The Built Environment** – Invest public funding and encourage private investment and public/private partnerships in Tucson’s neighborhoods and enhance their appearance and livability. The built environment includes physical items such as sidewalks, lighting, houses, and other private and public buildings.

### Priority Projects:

• **Slum Abatement and Blight Enforcement Response (SABER)** – Continue work on the SABER project toward an incremental build-up of the consolidated code enforcement unit to remediate slum rental properties and make owners accountable. Forty-five properties are targeted for abatement during the next 18 months.

• **Community Character & Design Guidelines** – Bring forth design and development guidelines and standards for Mayor and Council consideration. A rehab code pertaining to owner-occupied dwellings will be presented for Mayor and Council consideration in 2002.

• **Back to Basics** – This well-received program has implemented 24 projects citywide since its inception. The neighborhood-based infrastructure installation will continue with additional projects and the development of improved guidelines and standards.

• **Transportation Improvement and Traffic Congestion Reduction Plan** – Implement deferred transportation maintenance that will improve pavement conditions on all neighborhood streets.

**3. The Natural Environment** – Respect and preserve our natural environment.

### Priority Projects:

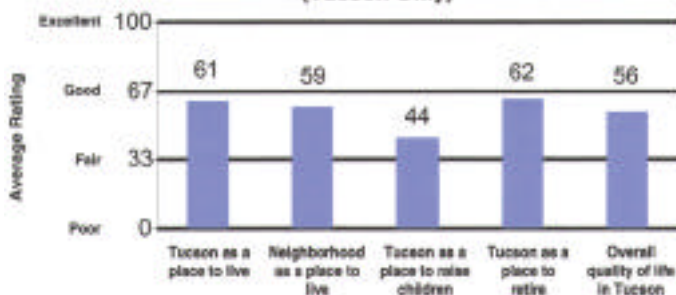
• **Tucson Recycles** – Initiate this new program which will add weekly curbside recycling for residential customers. Recycling rates are projected to increase participation to approximately 80% and diversion of materials from the landfill to approximately 27%. Penetration of 100% of Tucson households can occur within 12 months of funding approval.

• **Broadway-Pantano Landfill Remediation** – The construction and operation of a groundwater treatment system at the Broadway State Superfund priority site assures safe drinking water, prevents the spread of contamination into clean portions of the Tucson aquifer, and achieves Federal and State mandated environmental restoration of this area.

• **Clearwater Renewable Resource Facility** – Begun in late 1996, the project will supply approximately 50% of Tucson Water's customers' needs by June 2003. The project provides a blend of recharged Colorado River water and groundwater to customers and enables Tucson Water to significantly reduce pumping of groundwater in the Tucson urban area. In turn, this will allow the water table beneath Tucson to recover over time.

• **City Trail System** - The proposed Parks Plan 2010 (July 2002) includes plans for connectivity of pedestrian pathways within the city. In 2002, a framework will begin to ensure connectivity of urban bikeways, pathways, washes, greenways, open space, and parks to enhance livability issues within the city.

## Quality of Life Ratings (Tucson Only)





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*City Strategic Plan*

**economic development**





# Economic Development Focus Area

## Introduction:

Tucson's economy is predominantly service based, with many jobs tied to tourism, retail, and public service. More recently, regional economic growth has largely been fueled by population increases, not real economic expansion. To improve this situation, economic experts advise that we diversify our economy by expanding our manufacturing base and by increasing the number of companies in our region engaged in export-based industry. Diversification is important because a strong and diverse economy results in an increased number of quality, high-paying jobs and a higher overall standard of living for area residents. One way to encourage economic expansion is through implementation of an economic cluster strategy. Tucson has become a leader and a model in this area.



An economic cluster is a geographic concentration of interdependent competitive firms in related industries that do business with each other. Clusters help attract businesses to an area and create a spawning ground for start-up companies. They create large, diverse pools of experienced workers; attract suppliers who tend to congregate in their vicinity for increased efficiency; and foster a competitive spirit that stimulates growth and innovative strategic alliances.

The cluster strategy has resulted in a modest increase in technology based manufacturing; however, gains in several areas are necessary to significantly boost Tucson's overall economy. Continued diversification, continued emphasis on a well-trained workforce, and continued improvements to our infrastructure are particularly important. To be successful, Tucson must be able to provide the services and opportunities successful businesses require. Quality of life issues, such as our public education system and preservation of our natural environment, cannot be overlooked, and efforts to improve and maintain them must be a priority. Without question, the success of the Mayor and Council in Economic Development is directly linked to success in the other five focus areas (Neighborhoods, Transportation, Downtown, Growth, and Good Government).

## Overarching Strategy:

Recognize that every public policy decision has an economic component. Investment in public infrastructure and services, transportation, downtown, neighborhoods, and how we plan for and manage growth are key components of a healthy economy.

## Strategic Policy Statements:

1. Foster a strong, diversified economy by creating, attracting, and retaining businesses that provide knowledge-based, high-quality employment opportunities.
2. Support the development of a prepared and successful workforce.
3. Improve community infrastructure to support and encourage economic expansion and opportunity in a global marketplace.

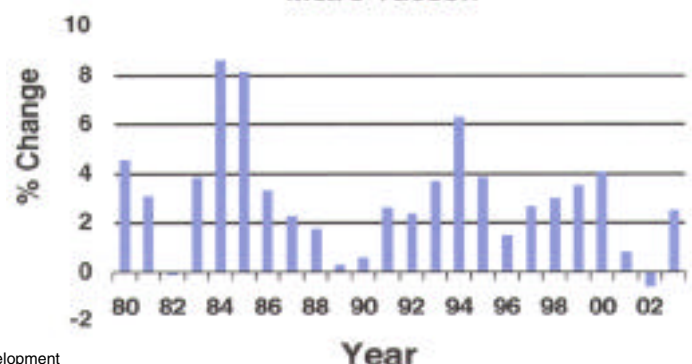
## Strategic Policy Statements

**1. Foster a strong, diversified economy by creating, attracting, and retaining businesses that provide knowledge-based, high-quality employment opportunities.**

## Priority Projects:

- **Develop a Clear Economic Identity for Tucson** - Partner with local economic development organizations to integrate the City Strategic Plan with the community economic development strategic plan to further develop Tucson's economic identity and "portfolio."

**Job Growth**  
Metro Tucson



- **Tucson Technology Incubator** – Business creation is a key part of developing the local economy. At the Tucson Technology Incubator, high technology companies are cultivated to become the next set of high tech employers in our community. Once these companies are viable, it is imperative that they are persuaded to stay in Tucson.

- **Support for Tucson Clusters** – The industry cluster concept and the Southern Arizona Technology Council are important components of the economic development strategy. Public support for these groups should be proportionate to their demonstrated ability to improve the overall economy.

- **Support for Local Businesses** – Continue programs and advocacy services directed at retaining and expanding local businesses, including small businesses. Through the supply chain development and BusinessLINC program, increase profit opportunities for Southern Arizona businesses by linking them with local suppliers.

- **Tucson-Mexico Economic Alliances and Greater Tucson Economic Council's Tucson-Canada Economic Alliances** – Support these two efforts which are closely linked and are proving successful in creating investment opportunities in Tucson.

- **Tucson Empowerment Zone, Enterprise Zone, Foreign Trade Zone No. 174,**  
- Use available state and federal tax credit programs, including the newly awarded Empowerment Zone, to assist companies to reduce the cost of doing business in our community.

- **Support the Recruitment of Quality, Knowledge-based Jobs (GTEC)** – Continue to fund and support the Greater Tucson Economic Council (GTEC) and the recruitment of high-wage jobs to Tucson. The recruitment of new businesses to the

community not only expands the employment base, but it infuses new capital into the economy.

- **Tourism** – Work with local tourism promotion organizations in developing a comprehensive strategic marketing plan that encompasses our key City projects.

## 2. Support the development of a prepared and successful workforce.

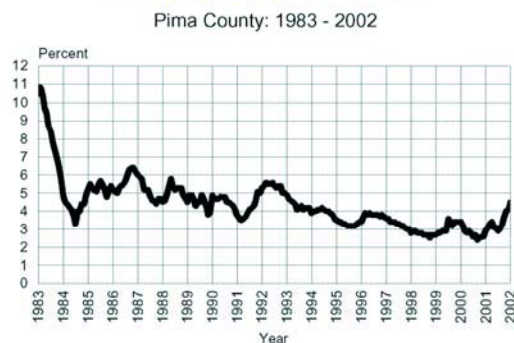
### Priority Projects:

- **Assist Businesses with Employee Training** – Expand "on demand" training programs available through agencies such as Southern Arizona Institute for Advanced Technology (SAIAT) and help businesses apply for State Workforce Development Grants to assist employers in training both newly hired employees as well as incumbent employees.

- **Support Workforce Development Programs** – Coordinate with Pima County Workforce Investment Board to implement an accountability system for workforce development programs to ensure that agencies receiving City funding are not duplicating training programs and to establish and monitor program outcomes.

- **Partnership for Community-based Workforce Development** – Provide a link between business and neighborhoods to identify career opportunities and develop related curriculum, partners, and funding to deliver quality training.

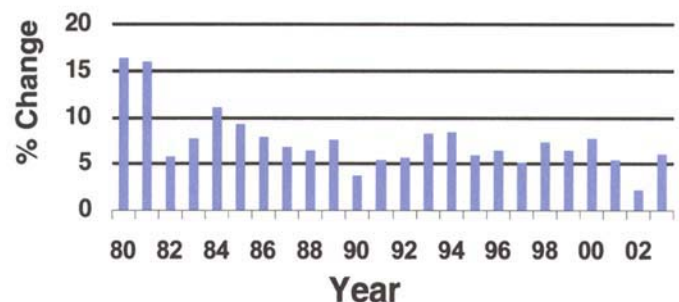
### Unemployment Rate



Tucson Planning/Az. D.E.S.

### Personal Income Growth

#### Metro Tucson



### **3. Improve community infrastructure to support and encourage economic expansion and opportunity in a global marketplace.**

#### **Priority Projects:**

#### **• Invest in Downtown, Transportation, Neighborhoods, as well as Plan for Growth –**

Investment in the other Mayor and Council focus areas provides the basis for economic success. The quality of our community infrastructure will greatly affect our ability to meet the needs of all of our citizens - corporate and private.

#### **• Improve the Community's Ability to Fairly and Equitably Fund Services Necessary to Support a Healthy Economy –**

Participate with local business and economic development organizations in an evaluation and examination of how government services are funded and provided.

#### **• Develop Tucson as an Inland Port and International Economic Gateway –**

Continue to further Puerto Nuevo implementation by securing Federal Port designation and developing an

International Trade Processing Center. Support development of the I-10/I-19 southern connector route to serve as a bypass road and allow for the faster movement of freight through Tucson. Continue to support the development of the CANAMEX Corridor and ensure the development of the necessary infrastructure to connect Mexico with Canada through Arizona. Work with Tucson International Airport to expand flight service and commercial transport facilities. Work with Port of Tucson Rail & Truck Intermodal Center and the University of Arizona Science & Technology Park to further develop linkages with Mexico.

**• Sierra Madre Express –** Continue to explore expanding this private rail passenger service, (which for 22 years has provided roundtrip rail service into the Copper Canyon) to include service from Tucson's revitalized Downtown Depot. Federal Transit Administration dollars will be used to fund the enhancements to the existing rail line.





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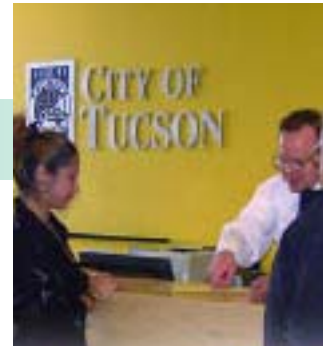
**good government**



# Good Government Focus Area

## Introduction:

To be successful in each of the other five focus areas: - Transportation, Neighborhoods, Downtown, Economic Development, and Growth - we must ensure that the City is run as effectively and efficiently as possible. The focus area of Good Government includes projects that directly affect customer service, that are aimed at employees, that ensure fiscal responsibility, that expand the use of technology, and that are designed to improve partnerships.



As the recent International City/County Management Association (ICMA) sponsored citizen survey showed, Tucson residents have a below average opinion of the City services they receive. It is hoped that the projects included in the Good Government focus area will improve those perceptions; however, those ratings do not tell the complete story. We don't know, for example, if City services are as problematic as the survey indicated or if citizens are merely unaware of the level of service provided due to poor communication on the City's part. Whatever the reason, the City recognizes that there is room for improvement and is committing to become more effective and efficient in our work, and work better with the citizenry.

Recent organizational changes have been made to improve processes, services, and communication. In the Development Services Department, a second assistant director has been added. One will focus on improving customer service standards and the other will be to address areas of technology, the permitting system, and e-government services. Citizen and Neighborhood Services has been raised to department status (Department of Neighborhood Resources) and several high level staff assignments have been made with a goal of becoming more effective in our work to strengthen neighborhoods and improve communication with and among residents. After the completion of the biennial budget process, the City Manager will hire a Communications Director to oversee communication efforts at the highest level.

As our city grows, so does the demand for services. Data on all fronts show that City revenues are not keeping pace with this increased service demand. Finding better and cheaper ways to deliver services will continue to be a goal of our workforce. While efficiencies can help raise service levels without new revenue, it will not be enough to close the gap between what is desired by community members and what they are currently willing to pay for. Better communication and involvement with city residents can help make difficult service decisions. For example, should some services be curtailed in favor of expanding others? Should some taxes and fees be raised to fund a higher level of service or should we maintain tax levels and settle for lower service levels?

The City's challenge is to create alignment between community member service expectations and the ability and willingness to pay for these expectations. A renewed focus on customer service, technology, our employees, our community partners, and our fiscal responsibility is necessary to make progress in the area of Good Government.

### Strategic Policy Statements

1. Improved Customer Service - Position the City to provide the highest level of customer service to city residents and the community at large.
2. Prepared Workforce - Enable and support the development of a prepared and successful employee workforce that is aligned with organizational priorities.
3. Fiscal Responsibility - Optimize and streamline organizational processes to ensure quality services and fiscal responsibility.
4. Expanded Use of Technology - Capitalize on technology to improve service and increase efficiency, ensure public and employee safety, exercise appropriate environmental stewardship, and provide greater information access.
5. Strengthen Partnerships - Build a strategic network of partnerships that aim at bettering community life, eliminating redundant services, and stretching the value of the taxpayer's dollar.

## Strategic Policy Statements

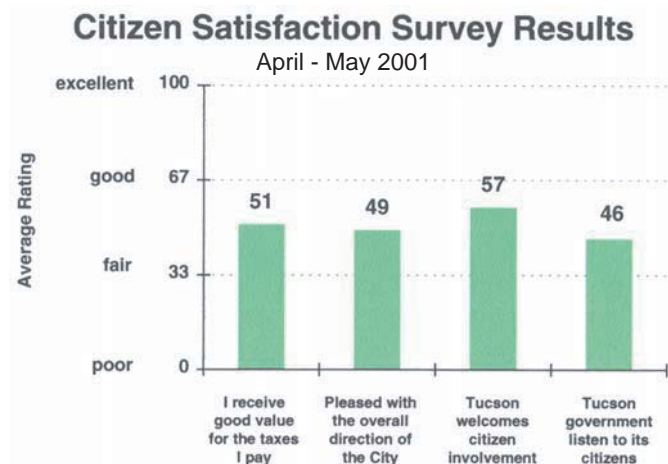
**1. Improved Customer Service** – Position the City to provide the highest level of customer service to city residents and the community at large.



### Priority Projects:

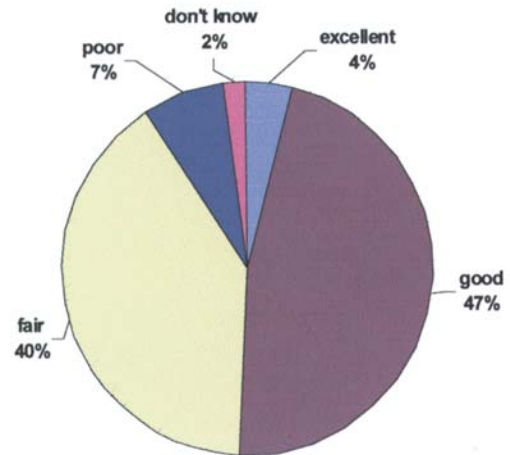
- **Develop an Enhanced Customer Service Plan** – Develop a plan to begin a multi-year initiative to improve customer service citywide. Continue to work to improve the telephone system (for example roll out the Constituent Relationship Management system to support this effort). Concentrate the training division's efforts on customer service education for employees. Commit to addressing customer issues at the first point of contact.

- **Develop a City of Tucson Public / Employee Communications Plan** – Develop a comprehensive communications policy for City of Tucson public information. Included in the policy will be a standard for public outreach that provides consistency in delivering City messages to all audiences (including Spanish speakers), crisis communication strategies and procedures, and employee training. Develop a comprehensive communication policy for sharing information with the City of Tucson workforce.



- **Develop an Annual Citizen Survey Plan** – Analyze possible approaches to conducting regular citizen surveys. Bring forward options and costs to Mayor and Council for consideration.

### Overall Quality of Services Provided by the City of Tucson



**2. Prepared Workforce** – Enable and support the development of a prepared and successful employee workforce that is aligned with organizational priorities.

### Priority Projects:

- **Classification and Compensation Study** – Complete the implementation of the Classification and Compensation plan.

- **Create a Collaborative Union and Management Relationship** – Expand the ongoing dialogue in addition to the formal labor relations process.

- **Create a Culture of Innovation** – Create a mechanism that will enable transferability of best practices within the organization through internal cooperation and collaborative problem solving. Explore other innovative approaches such as gain sharing, goal sharing, etc., to encourage increased employee involvement.

- **Review Performance Appraisal System** – Beginning with the executive leadership review process, conduct a comprehensive review of the current performance appraisal system.



- **Employee Town Halls** – Continue to unleash the creativity and commitment of employees through the ongoing engagement of employees in the Town Hall and Town Hall follow-up process, so that real results and productivity occur.

**3. Fiscal Responsibility** – Optimize and streamline organizational processes to ensure quality services and fiscal responsibility.

#### Priority Projects:

- **City Strategic Plan** – Solidify an annual process wherein Mayor and Council identify areas of focus that will enable the organization to respond to community needs. Create systems and procedures to measure, track, and report on progress of the City Strategic Plan.

- **Performance Measurement** – Develop key citywide performance measures to track progress on the City Strategic Plan projects. Develop a framework by which to monitor organizational performance including the following perspectives: customer, financial, internal process improvement, and employee development.

- **Develop a Standardized Approach to Process Improvement** – Identify, analyze, and implement procedures to improve processes that will provide more efficient service delivery. Consider Six Sigma, Process Improvement for the City of Tucson (PICOT), and other possible approaches to process improvement. In this planning period, evaluate neighborhood service delivery, development services, and purchasing practices.

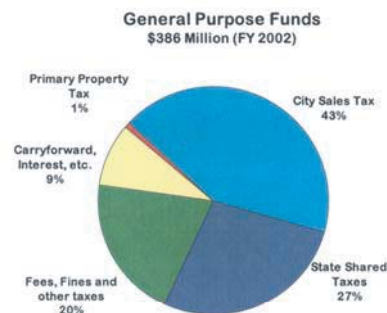
- **Administrative Directive Review** – Develop a process and schedule a review of key City Administrative Directives with a focus on improving organizational effectiveness. The goal is the elimination of non-value added rules, regulations, policies, and procedures. This will involve benchmarking other Top 10 cities.

- **District Heating and Cooling Project** – This project was approved by Mayor and Council on September 25, 2000. The first phase will distribute steam, and hot and/or chilled water from a central plant located at the Tucson Convention Center (TCC) to Police and Fire Headquarters, as well as to the TCC. District heating and cooling precludes the need for boilers and refrigeration equipment in individual buildings, resulting in lower capital, energy, and operation and maintenance costs. Phase 2 can be expanded to other downtown buildings (both public and privately owned), as well as to Rio Nuevo.

- **Diversify Fees and Revenues** – Develop a proposal for City service fees which is based upon the cost to deliver the service, as well as giving consideration to the relationship of the benefit of the service. Explore a policy that guarantees service delivery timeframes. Develop a collaborative process to educate and involve community members to assist with future decision-making on the variety of approaches available to meet our financial challenges.

#### General Purpose Funds

General purpose funds make up 43%, or \$386 million of the \$904 million budget. The two primary sources of revenue for general purpose funds are the City sales tax and state-shared revenues, which make up 70% of general purpose funds:



- **Benchmark Competitiveness** – To remain competitive, develop a methodology that 1) compares service delivery with other like cities, 2) assesses the procedures and technology of cities found to be better, and 3) adopts the "better" approaches where feasible. Tucson will also compare service delivery from year to year and seek to control upward cost trends through careful investment in training, technology, and infrastructure.

- **Self-insured Health Benefits Program** – Continue to explore alternatives including self-insurance as a method to provide employees and retirees with access to quality, cost-effective medical and dental benefits.

**4. Expanded Use of Technology** – Capitalize on technology to improve service and increase efficiency, ensure public and employee safety, exercise appropriate environmental stewardship, and provide greater information access.

**Priority Projects:**

- **E-Government** – Development Services Department will identify and build web services including permit information and electronic plan submission. Tucson Water continues to refine its use of technology to both monitor and report on water quality through innovative use of the Internet. City Scan is a web - based GIS portal providing simple access to spatial information on the City, its wards, and its neighborhoods.

- **Efficiencies** – Management initiatives include the ongoing citywide implementation of online procurement (OPIS), both a position control and budget application (BRASS), a Fire Department automated staffing system, the Police Department technology plan, Operations upgrade to the fleet management system, Solid Waste's initiative to use technology to assist in routing trucks, and a partnership with the private sector to provide web-based employee benefits open enrollment (Employeease).

- **Public and Employee Safety** – Tucson Fire projects include both the development of a fire hydrant testing application and ongoing technological enhancements to the Metropolitan Medical Response System (MMRS) to better address day-to-day emergency incidents, hazardous materials situations, and disasters. Finance's Central Services Division continues to expand the safety information available to employees on its web site.

- **Environmental Stewardship** – Environmental Management is leading the ongoing multi-department implementation of a web based application called e-CATS, which provides environmental compliance assistance and technical support on both monitoring and permitting. The Operations Department continues to implement technology solutions to monitor and control conditions in City buildings to decrease energy consumption, ensure building integrity, and maximize the use of alternate energy sources.

**5. Strengthen Partnerships** - Build a strategic network of partnerships that aim at bettering community life, eliminating redundant services, and stretching the value of the taxpayer's dollar.

**Priority Projects:**

- **Regional Cooperation** – Set up a series of meetings with local municipalities and other community partners to increase regional cooperation. Continue to solidify the partnership between the University of Arizona and the City of Tucson to maximize the utilization of taxpayer dollars.

- **Joint Capital Planning with County** – Develop a system to ensure that capital/bond projects funded by the County, which have an impact on the future City budgets, are jointly planned.



# City of Tucson



*City Strategic Plan*

**performance measures**





# Performance Measures



The performance measures outlined below were chosen as key indicators to be monitored for positive or negative effects of the strategies and priority projects as detailed in this plan. The following measures may not fully capture the results we are achieving and therefore may need to be revised. In addition to these strategic performance measures, departments will continue to track and manage results on numerous outcome and output results at the department level.

## Transportation

### **Travel Time**

- Average travel time to work.

### **Safety**

- Evaluate effectiveness and safety through decrease in fatal traffic accidents and conformity with air quality standards.

### **Alternative Modes of Travel**

- Percent of travel by modes other than single person vehicle use.

### **Level of Service**

- Grade condition of major arterial streets.

## Downtown

### **Safety and Cleanliness**

- Crime rates and safety perceptions downtown.

### **Public Capital Improvements**

- Expenditure of public dollars in the downtown.

### **Value of Permits Issued**

- The value of issued permits, to measure the amount of leverage the public improvements are providing, enticing private investment in downtown.

### **Office Vacancy Rate**

- Vacancy rate of retail and office space in the District.

### **Net Change in Residential Units**

- The number of new residential units in the downtown core for owner-occupied and rental property.

## Growth

### **Growing Smarter**

- The number and ratio of acres developed that conform to the Growing Smarter principles.

## **Infill Development**

- Growth of residential and commercial permitting in the Central Core Growth Area and in the Mid-City Growth Area.

## **Environmental Preservation**

- The number of acres of environmentally sensitive lands preserved within developed areas.

## Neighborhoods

### **Neighborhood Safety**

- Crime rates and citizen perceptions of safety to evaluate crime control strategies.

### **Citizen Perception of Quality of Life**

- Annual citizen survey results.

### **Recycling**

- Diversion and participation rates for the Tucson Recycles Program.

### **Private Reinvestment in Neighborhoods**

- The number of permits for new units, remodels, and additions.

### **Remediate or Abate Slum Conditions**

- The number of properties improved through SABER.

## Economic Development

### **Job Creation**

- Number of businesses assisted in creating and retaining quality jobs for city residents.

### **Business Cost Reduction**

- Number of companies assisted by identifying and implementing opportunities to reduce the cost of doing business in Tucson through Tax Credits, Federal Duty savings, and workforce training.

### **Empowerment Zone Communication**

- Outreach effort to businesses contacted by City staff.

**Household Income**

- Average household income.

**Information Technology Utilization**

- Implement web portal to increase the efficiency of community economic development programs.

**Good Government****Customer Service**

- Citizen perception of service delivery and quality as measured by annual customer/ ICMA survey.

**Financial Stability**

- Maintain General Obligation Bond Rating of "Aa" from Moody's and "AA" from Standard and Poore.

**Information Technology**

- Remain among the Top 10 Digital Cities.

**Cost of Service**

- Measure cost of baseline services provided to the community.



# City of Tucson



*City Strategic Plan*

**project timelines**





# Transportation Timelines

	Q1 2003	Q2 2003	Q3 2003	Q4 2003	
<b>Seek and Obtain Resources Necessary to Improve the Transportation System</b>					
May 21, 2002 Election on Proposition 100 and Proposition 400					
Conduct a process to develop funding options for the Comprehensive Plan's Cost of Growth Element					
Federal and State Legislative Agenda					
<b>Provide Leadership within the Region to Address Transportation System Needs</b>					
Update PAG 2030+ Regional Transportation Plan					**
Pima County 1997 Bond Program projects within the City					**
Project Construction Coordination with Pima County and ADOT					**
<b>Develop Alternative Land Use Patterns to Promote a More Effective Transportation System</b>					
Conduct Major Investment Study for Light Rail Transit					**
Identify Corridors or Central City areas					**
<b>Deploy Community Character and Design Policies in Transportation Projects</b>					
Downtown Intermodal Center					**
Undergrounding TEP facilities					**
Update/Implement Transportation Design Guidelines					

Indicates project activity  
 \*\* Indicates project work continuing into FY2004

# Downtown Timelines

	Q1 2003	Q2 2003	Q3 2003	Q4 2003	
<b>Agressively Manage Downtown's Redevelopment through Partnering Efforts</b>					
<b><i>Governance/Management</i></b>					
Establish Rio Nuevo/Downtown staff					
Partner/Contract with TDA					**
Partner/Contract with TADPI					**
Co-locate Staff Office and Downtown Sales Center					
Define Downtown Lead Agency					
Co-locate TDA Agencies with Staff Offices					
<b><i>Public Policy</i></b>					
Establish Tucson's version of NJ Rehabilitation Code					
Establish Design Guidelines					
Establish Fast-Track Permitting for Downtown					
Utilize Empowerment Zone Designation to Full Extent					**
Engage University of Arizona in Specific Joint Venture					**
Engage in continued Neighborhood Discussions					**
Review Potential Tax Incentives and Disincentives					
Establish Housing Development Zone					

Indicates project activity

\*\* Indicates project work continuing into FY2004

## Downtown Timelines

	Q1 2003	Q2 2003	Q3 2003	Q4 2003	
<b>Finance</b>					
Determine Fundraising Potential					
Develop Phased Implementation Plan for Fundraising					
<b>Provide a Highly “Amenitized” Urban Center</b>					
100 Little Things					**
Residential Infill Projects					**
Fox Theatre Restoration-development agreement					**
RialtoTheatre Restoration-development agreement					
GSA/Thrifty Block-acquisition					
GSA/Thrifty Block-rfp process					
GSA/Thrifty Block-rfp award					
Kroeger Lane/Starr Pass Residential Development					**
Weed and Seed/Westside Coalition Coordination					**
Court/Meyer El Presidio Residential Development					**
Tucson Convention Center Box Office-design					
Tucson Convention Center Box Office-construction					
Civic Plaza - Aquarium Selection Process					
Civic Plaza - Science Center Development Agreement (IGA)					
Mayor’s Back to Basics Projects					**

Indicates project activity

\*\* Indicates project work continuing into FY2004



## Downtown Timelines

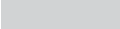
	Q1 2003	Q2 2003	Q3 2003	Q4 2003	
Regional Visitors Center-design					
Sales of Public Land - Platting, Planning & Infrastructure Design					
Tucson Origins Park-completion of archaeology					
Tucson Origins Park-development of interpretive plan					**
Conveyance of Warehouse District Assets to City					
Intermodal Center/Depot					**
Completion of Shelter of Locomotive 1673					
Barraza-Aviation Parkway - 4th Avenue Underpass-construction					
Complete Design of Downtown Signage					
Advancement of University of Arizona Collaborative					**
Mixed Use - Negotiate Development Framework for Block 175					
<b>Leverage Private Leadership and Investment in Downtown through Targeted Public Investment</b>					
Design Various Parking Facilities					**
Complete Plaza San Agustin Predevelopment Activities					
Determine Partners for Lot 7, El Presidio Development					
Conversion of one-way streets to two-way					
Accept Tucson Downtown Alliance Work Plan					
Select Developer for Grocer Project at 22nd & I-10					

Indicates project activity

\*\* Indicates project work continuing into FY2004

# Growth Timelines

	Q1 2003	Q2 2003	Q3 2003	Q4 2003	
<b>Ensure the Balanced Growth of the Community</b>					
<b><i>City's Central Core and Mid-Growth Areas</i></b>					
Downtown/Rio Nuevo Area					**
Urban Design Guidelines for Downtown					
El Presidio Demonstration Project					**
Gateway to Downtown - Stone & 6th Avenues					**
Broadway Corridor Plan Update					**
Fallow Land Study					**
Area and Neighborhood Review					**
<b><i>Evolving Edge and Future City Growth Areas</i></b>					
Houghton Corridor Master Plan					**
Southlands Area Land Use and Transportation Studies					**
Annexation Policies and Strategies					**
Area and Neighborhood Review					**
<b>Build Effective Relationships with Regional Partners</b>					
Sonoran Desert Conservation Plan					**
<b>Implement the General Plan's Cost of Development Strategy</b>					
Cost of Service Study					**

 Indicates project activity

\*\* Indicates project work continuing into FY2004

## Growth Timelines

	Q1 2003	Q2 2003	Q3 2003	Q4 2003	
<b>Improve Service Delivery to address the Demands of a Growing Community</b>					
Development Services Department Improvement					**
Strengthen the City's long range comprehensive planning program					**
Urban Design, Building and Development Guidelines					
Water Department Maintenance Management Program					**

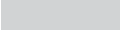
Indicates project activity

\*\* Indicates project work continuing into FY2004



# Neighborhoods Timelines

	Q1 2003	Q2 2003	Q3 2003	Q4 2003	
<b>The Human Environment</b>					
Human Services Process					**
Integrated Neighborhood Service Delivery					
Crime Control through Coordinated Crime Intelligence Projects					**
<b>The Built Environment</b>					
Slum Abatement and Blight Enforcement Response (SABER)					**
Community Character and Design Guidelines					**
Back to Basics					**
Transportation Improvement and Traffic Congestion Reduction Plan					**
<b>The Natural Environment</b>					
Tucson Recycles					**
Broadway-Pantano Landfill Remediation					
Clearwater Renewable Resource Facility					**
City Trail System					**

 Indicates project activity  
 \*\* Indicates project work continuing into FY2004

# Economic Development Timelines

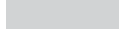
	Q1 2003	Q2 2003	Q3 2003	Q4 2003	
<b>Foster a Strong, Diversified Economy</b>					
Develop a clear economic identity for Tucson					**
Tucson Technology Incubator					**
Support for Tucson Clusters					**
Support for Local Businesses					**
Tucson-Mexico Economic Alliances and GTEC's Tucson-Canada Economic Alliance					**
Tucson Empowerment Zone, Enterprise Zone, Foreign Trade Zone No. 174					**
Support the recruitment of quality, knowledge-based jobs					**
Tourism					**
<b>Support the Development of a Prepared and Successful Workforce</b>					
Assist businesses with employee training					**
Support workforce development programs					**
Partnership for community-based workforce development					**
<b>Improve Community Infrastructure to Support and Encourage Economic Expansion</b>					
Invest in downtown, transportation, neighborhoods, and plan for growth					**
Improve the community's ability to fairly and equitably fund services					**
Develop Tucson as an inland port and international economic gateway					**
Sierra Madre Express					**

Indicates project activity

\*\* Indicates project work continuing into FY2004

## Good Government Timelines

	Q1 2003	Q2 2003	Q3 2003	Q4 2003	
<b>Improved Customer Service</b>					
Develop an Enhanced Customer Service Plan					**
Develop a City of Tucson Public/Employee Communication Plan					
Develop an Annual Citizen Survey					**
<b>Prepared Workforce</b>					
Complete Classification and Compensation Study					
Create a Collaborative Union and Management Relationship					**
Review Performance Appraisal System					**
Create a Culture of Innovation					
Continue Employee Townhalls					**
<b>Fiscal Responsibility</b>					
Solidify City Strategic Plan process					
Develop Key Citywide Performance Measures					**
Develop a Standardized Approach to Process Improvement					**
Review of Key Administrative Directives					
District Heating and Cooling					**
Diversify Fees and Revenues					**
Benchmark Competitiveness					**
Self-Insured Health Benefits Program					**

 Indicates project activity

\*\* Indicates project work continuing into FY2004



## Good Government Timelines

	Q1 2003	Q2 2003	Q3 2003	Q4 2003	
<b>Expanded Use of Technology</b>					
E-Government					**
Technology Efficiencies					**
Public and Employee Safety					**
Environmental Stewardship (e-cats)					**
<b>Strengthen Partnerships</b>					
Regional Cooperation					**
Joint Capital Planning with County					**

Indicates project activity  
 \*\* Indicates project work continuing into FY2004

